

Appendix F: Manpower and Force Management – Master Intern Training Plan

This Master Intern Training Plan (MITP) describes the general requirements for training and development of CP26 interns as well as the specialized requirements in each of the Manpower and Force Management functional areas. The plan covers a 24-month period. The target grade may be a GS-9 or GS-11 upon completion of the intern program, depending on the individual's qualifications upon entering the program.

The two-year training plan is comprehensive, designed for the intern who does not possess specialized experience or education in manpower and force management. It identifies functional training, leader development training, rotational assignments and on-the-job training necessary to acquire the knowledge, skills and abilities needed to work as an analyst in any of the manpower and force management functions. It was intentionally developed this way in order to offer the maximum flexibility for custom-tailoring the plan to meet the needs of the individual intern and the employing organization. The General Orientation portion of the MITP is applicable to every intern. It provides the intern with the basic knowledge needed to function successfully in any of the specialized manpower and force management areas.

- **Training Description.** The first column of the MITP describes the content of the training.
- **Type of Training.** This column indicates how the training is delivered or acquired. The types of the training are: on-the-job training (OJT), formal course training (FOR), correspondence course (COR) and rotational assignment (ROT).
- **Year 1 and Year 2 Training Hours.** These columns describe the number of training hours expected in the General Orientation and in each of the individual functional areas.
- **Knowledge, skills and abilities.** This column describes expected outcome as a result of the training.

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TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
1. General Orientation		166	70	
a. Individual orientation	OJT	8		Familiarization with individual development plan. Understanding of standards of conduct. General understanding of Manpower and Force Management functions and processes. General understanding of Manpower and Force Management Career Program.
Training	FOR	40		Manpower and Force Management Course (PI)
b. Introduction to the Army	OJT	8		Describe the organization of the US Government Describe the organization of the Department of Defense Describe the organization of the Department of the Army Describe the organization of the employing activity
Training	COR FOR COR	40		CES Foundation Course (DL) (PI) Greening Course (PI) Action Officer Development Course (PI)
c. Introduction to Management Analysis	OJT	8		Describe the principles and objectives of management analysis.
Training	FOR FOR	32	40	Management Analysis: Data Gathering (PII) Decision Analysis Course (PII)
d. Mandatory Command Training	OJT	30	30	Attend mandated training: Prevention of Sexual Harassment; Safety; EEO/Affirmative Action; Ethics; Suicide Prevention; Security; etc.

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2. Organization, Mission and Function		250	0	
a. General Principles of Organization	OJT	20		Describe DA policies and common practices for structuring organizations. Identify official Army publications having organizational and mission data Describe the specific degree of authority required to establish and modify organizational structures and mission.
b. Mission and Functions	OJT	36		List the major organizational elements within DA and provide a general description of their relationship to one another. List the major organizational elements that make up a typical Army installation and describe their missions.
c. Organizational Review	OJT	80		List the factors that must be considered, and describe the process to accomplish review, analysis and studies of organizations and missions. Plan for and conduct an on-site study of a specific organizational element; write the report and conduct briefings on the study results.
d. Organizational Structure	OJT	50		Prepare a detailed organizational chart and a basic mission statement for each element in the chart.
e. Training Opportunities	FOR FOR	40 24	0	Basic Communications Skills (PII) Report Writing (PIII)

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3. Manpower Requirements Determination		272	256	
a. Manpower requirements determination policy	OJT	40		Describe DA manpower policy guidance and doctrine on determining manpower requirements
b. Manpower requirements determination process	OJT	160	80	Describe the use of selected manpower requirements determination processes in conducting conducting workload analysis and developing manpower requirements. Function as a team member in the use of workload analysis processes to develop current and projected manpower requirements, analyzing workload data, conducting interviews, writing reports and conducting briefings on the study results. Describe the purpose of a concept plan. Review and prepare comments on a concept plan.
	Training	FOR FOR FOR	32 40 16	Basic Statistics (PI) Data Collection and Analysis Effective Communication with Customers
c. Manpower Modeling	OJT		120	Describe the use of models to project manpower requirements.
	Training	FOR	40	ORSA Familiarization Course (PI)
4. Force Data Documentation		240	250	
a. The Army Authorization and Documentation	OJT	40	30	Explain the purpose and uses of TAADS. Describe the content and format of TAADS. Identify levels of approval authority for TAADS changes Describe central documentation (CENDOC) process.
b. Processing TAADS	OJT	200	100	Describe and flowchart the procedures for TAADS update. Conduct a detailed review of TAADS (Sections I, II and III). Participate in the development of a TAADS documents and input manpower and equipment data into the system. Describe the relationship of TAADS to SAMAS and manpower to budget guidance documents. Prepare update to activity document(s).
	Training	FOR	120	Basic Force Management Course(PIII)

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5. Equipment Management		84	120	
a. Equipment management overview	OJT	24	0	Describe Command and Activity equipment allowance and authorization policies. Describe and explain the process used to validate minimum essential quantities of equipment (unit and/or individual) used by activities to perform assigned missions.
b. Conduct of equipment surveys	OJT	40	24	Participate as a member of an equipment survey team, assisting in the writing of the report and briefing the results.
c. Equipment documentation	OJT	20	16	Prepare and process equipment authorization data in MTOE, TDA and Common Tables of Allowances (CTA).
	Training	FOR	40	Combat Development Course (CDC) (PII)
			40	Combat Training, Doctrine Developers Integration Course (CTDDIC) (PIII)
6. Manpower Allocation		260	172	
a. Manpower allocation decision process	OJT	60	20	Describe the purpose and process of manpower allocation. Describe the interface of the manpower allocation function with the manpower requirements determination process and the documentation process.
b. Preparation and use of manpower guidance documents, such as Program Budget Guidance (PBG).	OJT	200	120	Describe the procedures and coordination requirements for the preparation of activity manpower/budget guidance documents. Prepare activity manpower/budget guidance transactions.
	Training	FOR	32	Budget Analysis Workshop (PIII)

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7. Manpower Utilization		200	170	
a. Civilian Manpower	OJT	80	50	Describe the differences between various civilian types (ctypes) and their utilization. Describe the differences between various types of civilian appointments. Describe the policy on position identification - civilian, military, contractor. Prepare the personnel section of TAADS documents properly coding civilian positions.
b. Military Manpower	OJT	80	80	Describe the military personnel system. Describe the purpose and role of personnel proponents to include standards of grade. Prepare the personnel section of TAADS documents properly coding military positions, grades, MOS/AOC, SQI/ASI, etc.
c. Manpower Controls	OJT	40	40	Describe applicable manpower controls impacting manpower utilization, such as Army Management Headquarters Activities (AMHA), space imbalanced MOS (SIMOS), congressionally mandated floors and ceilings, etc. Prepare personnel sections of TAADS documents properly considering manpower controls.

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8. Manpower Program / Budget Development		268	474	
a. Planning, Programming Budgeting and Execution (PPBE)	OJT	60	120	Identify and describe the major PPBE events and their sequence for programming manpower, new systems and force structure. Describe the processes involved in the preparation of the activity's formal input to the programming process. Describe the budget process and the flow of budget data from the installation through immediate levels of command to DA and DoD.
	Training	COR		Planning, Programming, Budgeting & Execution (PII)
		FOR	40	Resource Management Budget Course (PII)
		FOR	160	Army Comptroller Course (PII)
b. Manpower Program Development	OJT	80	74	Describe the interface of the manpower management function with the programming, force structure review and new system fielding processes. Participate in the development of activity's programming guidance and objectives for functional staffs and subordinate activities.
	Training	FOR	16	Accounting for Non-Accountants (PIII)
c. Manpower Budget Development	OJT	80	80	Describe the processes involved in developing the manpower budget. Participate in the development of activity's manpower budget guidance for functional staffs and subordinate activities. Prepare reports supporting budget cycles to include execution data.
	Training	FOR	32	Budget Execution (PIII)

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Rotational Assignments		0	228	
a. Civilian Personnel	ROT		80	Describe the types of coordination required between civilian personnel organizations (Civilian Personnel Advisory Centers (CPACs), Civilian Personnel Operating Centers (CPOCs), organizational HR offices, and manpower management organizations. Describe the relationship between civilian personnel reporting and manpower reporting. Participate in civilian personnel activities, such as position management audits, position classification, job analysis and processing requests for personnel actions.
	Training	FOR	24	Introduction to Human Resource Management (PIII)
b. Budget Office	ROT		100	Describe the interface and coordination required between the manpower and budget functions to ensure an integrated manpower/dollar program. Describe the processes involved in developing the manpower budget. Participate in budget development activities, such as POM input, Schedule 8 input, PB narrative justifications.
	Training	FOR	24	Introduction to Financial Management (PIII)